



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

November 29, 2010

To: Supervisor Gloria Molina, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

P. Michael Freeman  
Fire Chief

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## **FIRE PROTECTION DISTRICT: INTERIM SUPPORT PLAN FOR SPECIAL SERVICES BUREAU AND CONSTRUCTION AND MAINTENANCE DIVISION**

On October 12, 2010, Fire Chief P. Michael Freeman advised your Board of an internal review he had initiated in response to allegations of improper use of master agreement contractors and consultants, and possible violations of County contracting processes and procedures. The Chief Executive Officer (CEO), in collaboration with the Auditor-Controller, County Counsel, the Department of Public Works (DPW), and Internal Services Department (ISD), have been assisting the Fire Protection District (Fire) in its effort to assess and rebalance the administrative functions that support its Construction and Maintenance Program.

To address the administrative issues that have been identified within the operations of the Special Services Bureau and the Construction and Maintenance (C&M) Division and concurrently ensure that the Fire District's facility maintenance needs continue to be met, we have developed an Interim Support Plan, comprised of the following components.

- Organizational Assessment
- Contract Administration Assessment
- Staff Training Program
- Interim Support Program

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This Plan will be initiated in December 2010 with an overall completion date of June 30, 2011. The Assessment modules of the plan will be completed in February and April of 2011.

### **Organizational Assessment**

The intent of the Organizational Assessment is to better quantify any existing disparity between the organizational structure, staffing levels and competencies, and other resources that are necessary to properly and appropriately manage Fire's current and projected construction and maintenance activities and those that currently exist. To accomplish this objective, the CEO will determine the current functional baseline through a review and evaluation of the existing organizational structure and classification levels in the Special Services Bureau, Construction and Maintenance Division to determine current duties, responsibilities, and competency standards. The CEO and Fire will analyze current and projected workload levels for the following activities:

- Capital construction: major facility renovations and new construction;
- Ongoing facility maintenance: repairs and routine maintenance; and
- Major facility maintenance: building system repairs and replacement.

The CEO, Fire, ISD, and DPW will work together to define roles, responsibilities, competency standards, staffing levels, and budgetary resources necessary to properly and effectively manage and administer the current and projected workload levels:

- Prepare duty statements and define minimum requirements for required positions;
- Align required staffing levels with appropriate classifications; and
- Determine budgetary requirements for required classification structure.

Based on these reviews, the CEO and Fire will quantify any shortfall in budgetary resources required to support the recommended classification structure and will reconcile any budgetary shortfall through the use of one, or a combination, of the following options:

- Identification of additional budgetary resources;
- Deferral or extension of the completion of current or projected capital construction activities;
- Transfer of specified capital project management responsibilities to DPW; or

- Transfer of oversight of specified ongoing and/or major facility maintenance responsibilities to ISD.

Recommendations on classification structure, budget allocations, staffing ordinances, and class specifications will be finalized by April 30, 2011 for consideration by the Board of Supervisors in June 2011.

### **Contract Administration Assessment**

To determine the extent to which the administrative issues currently under review may have impacted construction and maintenance contracts, the CEO, Auditor-Controller, County Counsel, Fire, DPW, and ISD will review Fire's current contracts to verify compliance with County contract policies and State statutory requirements. This evaluation will be completed by February 28, 2011. Any required contract ratifications or modifications will be presented to your Board for consideration as issues are identified. Any retroactive contracts will first be reviewed by the Retroactive Contract Review Committee, as required under current Board policy.

### **Staff Training Program**

To ensure Fire staff maintains a full understanding of their roles and responsibilities and County policies and procedures, the CEO, DPW, ISD, County Counsel, and Fire will develop a comprehensive training program for staff in the Special Services Bureau and C&M Division. Topical areas of focus will include:

- Administration and management of project activities;
- Project development and programming;
- Contract procurement and administration;
- Project liaison activities;
- Budgetary management; and
- Change order management.

Development of the training curricula will commence immediately with implementation commencing in March 2011 and completion scheduled for June 2011.

### **Interim Program Support**

To ensure that Fire's ongoing capital and maintenance needs are met during the term of the Interim Support Plan, certain construction and maintenance facilities will be overseen by DPW and ISD, as described below:

- Construction projects with a value exceeding \$10,000 will temporarily be managed by DPW; and
- Maintenance activities exceeding \$25,000 will temporarily be managed by ISD.

This temporary transfer of management responsibilities will also ensure compliance with County policies and State statutory requirements regarding contract procurement, contract administration, and change order management during the term of the organizational assessment. During this interim period, Fire will remain responsible for ongoing maintenance activities which cost less than \$25,000 and construction costs below the \$10,000 threshold.

It is our intent that the provision of interim program support will end with the completion of the Interim Support Plan on June 30, 2011. Fire's restructured administrative organization and capital and maintenance programs will take effect on July 1, 2011.

Should you have any questions, your staff may contact Chief Scott Poster of the Fire Department at (323) 881-6152 or Jan Takata of the CEO at (213) 974-1360.

WTF:PMF  
DJT:mc

c: Executive Office, Board of Supervisors  
County Counsel  
Auditor-Controller  
Fire District  
Internal Services  
Public Works